HANDBOOK

No. 97-13   JUN 97

A Guide to the *Services* and the *Gateway* of

CALL | *Center for Army Lessons Learned*

Army Training Digital Library

ABCA Data Bases

National Imaging and Mapping Agency

DoD and Global Interface

Army Tactical and Operational Research Library

Gateway

Intelligent Agents

Peacekeeping Institute

Lessons Learned → **CALL Data Base** ← **Research Material**
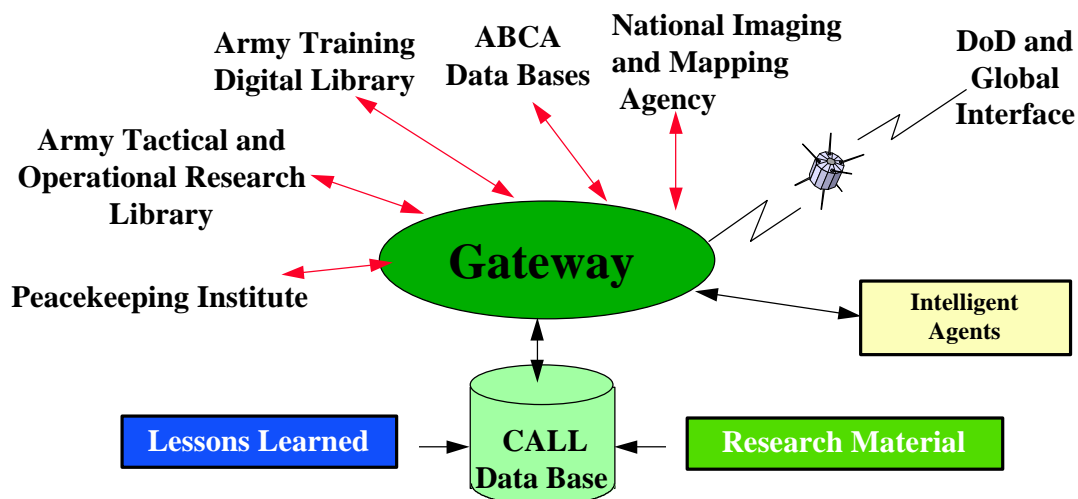
"The old saying 'Live and Learn' must be reversed in war, for there we 'Learn and Live'; otherwise, we die. It is with this learning, in order to live, that the Army is so vitally concerned."

-- U.S. War Department Pamphlet No. 20-17, July 1945

CENTER FOR ARMY LESSONS LEARNED (CALL)
U. S. ARMY TRAINING AND DOCTRINE COMMAND (TRADOC)
FORT LEAVENWORTH, KS 66027-1350

FOREWORD

This handbook is a guide to the procedures and programs available from the Center for Army Lessons Learned (CALL) to support the soldier. Included in this handbook is an explanation of the CALL Database (CALLDB). The CALLDB enables the armed services and DOD employees to consult the Army's corporate memory with unprecedented thoroughness, speed, and effectiveness. The CALLDB promotes, maintains, and distributes on line the Army's electronic, multimedia archives for post-Vietnam contingency operations, peacetime preparation for war, and planning for the future.
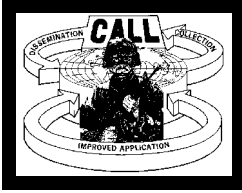
Today's Army is rapidly evolving into a CONUS-based, Force Projection Army with the potential for far-reaching, diverse mission requirements. The lessons learned implications are clear. We must capitalize on every single opportunity to learn, based on what we do, and how we do it. We must maximize our potential to execute our ever-diversifying missions right the first time.

If you are designated to deploy, make one of your first requests for information to CALL. CALL possesses a unique capability to assist your unit. By using lessons from those who precede us and incorporating many of them into the CALLDB, we can be combat- and contingency-ready prior to deployment. Only then can we demonstrate that lessons are really learned.

When you do go, we will go with you. The CALLDB lessons learned system described in this handbook explains how, working with you, CALL can expeditiously provide lessons to your unit and to the U. S. Army via the CALL Homepage or in hard copy.

When your unit identifies relevant lessons or information, please share them with the rest of the U.S. Army by contacting CALL at DSN 552-2255/3035; Coml (913) 684-2255/3035, FAX DSN 552-9564; Coml FAX (913) 684-9564. Comments concerning this handbook should be addressed to the Center for Army Lessons Learned, ATTN: ATZL-CTL, Bldg 50W, 10 Meade Avenue, Fort Leavenworth, KS 66027-1350. Our E-mail address is: call@leav-emh1.army.mil and our WWW home page is: http://call.army.mil:1100/call.html

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A GUIDE TO THE SERVICES AND THE GATEWAY OF CALL*

*This publication supersedes CALL Handbook No. 96-2, Mar 96, which is obsolete.

The Secretary of the Army has determined that the publication of this manual is necessary in the transaction of the public business as required by law of the Department. Use of funds for printing this publication has been approved by Commander, U. S. Army Training and Doctrine Command, 1985, IAW AR 25-30.

Unless otherwise stated, whenever the masculine or feminine gender is used, both are intended.

NOTE: ANY PUBLICATIONS REFERENCED IN THIS NEWSLETTER (OTHER THAN THE CALL NEWSLETTERS), SUCH AS ARS, FMS, TMS, MUST BE OBTAINED THROUGH YOUR PINPOINT DISTRIBUTION SYSTEM.

LOCAL REPRODUCTION OF THIS HANDBOOK IS AUTHORIZED AND ENCOURAGED!

THE HISTORY OF THE ARMY'S LESSONS LEARNED SYSTEM

By the mid-1980s, the Army leadership realized that despite the huge investment in the National Training Center (NTC), there was no method in place to capture the warfighting lessons coming from that training center in the midst of the unforgiving Mojave Desert. Concurrently, the aftermath of Operation URGENT FURY demonstrated that the services, including the U.S. Army, had no system to capture combat lessons.

To fill that void, the Army created the Center for Army Lessons Learned (CALL) in 1985 at Fort Leavenworth, KS. CALL's initial publications focused on successful tactics, techniques and procedures (TTPs) from the NTC, as CONUS units vigorously trained for this desert combat.

The success in forging the Army heavy forces into an effective combat machine led to the creation of companion Combat Training Centers (CTCs). The Joint Readiness Training Center (JRTC) for light forces at Fort Chaffee, AR (now Fort Polk, LA), the Combat Maneuver Training Center (CMTC) at Hohenfels, GE, and the Battle Command Training Program (BCTP) at Fort Leavenworth, KS, for division and corps commanders and staffs all came into existence. As the CTC concept grew and evolved, so did the focus of CALL.

Recognizing the need to quickly react in the event of combat, CALL developed a collection process. This process afforded the U.S. Army the opportunity to also collect lessons from anywhere it executes a combat mission. Thus, when Operation JUST CAUSE began in Panama in December, 1989, CALL conducted its first combat collection effort. **AR 11-33,** *Army Lessons Learned Program: System Development and Application,* establishes a system for collecting and analyzing field data, and disseminating, integrating, and archiving lessons from Army operations and training events (CTCs).

The system employed by CALL consists of several basic components: **PLAN, COLLECT, ANALYZE, PUBLISH, DISTRIBUTE, AND ARCHIVE.** Exercising each of these components in a systematic process results in lessons and information that provide an intelligent approach to operations. The test for CALL and the entire lessons learned system is whether it can help soldiers and units perform their mission right the first time, regardless of the mission.

How are Lessons Learned?

At this point, it is very important to understand the definition of a "lesson learned." A lesson learned is validated knowledge and experience derived from observations and historical study of military training, exercises, and combat operations. Thus, for CALL, the first step is to observe the Army's warfighting to determine what behavior needs to be changed. Ideally, "warfighting" lessons can be learned at one of the CTCs, where mistakes do not result in casualties.

Changes to behavior may result in either stopping something we have been doing, doing something different from before, or doing something new that we have not done before. When the Army conducts any mission, its composite activities constitute behavior. That behavior, however, can be broken down into missions, tasks, and subtasks - both individual and collective - just as our training doctrine explains. The concept of changing the Army's behavior sounds formidable. However, viewed in the context of dealing with the smaller, relevant parts, behavioral changes can be made.

INTRODUCTION TO CALL

The introduction in this handbook should assist you in understanding CALL and how you individually or as a unit can participate in the lessons learned system. The introduction explains each of the divisions in CALL.

The **Lessons Learned Division (LLD)** consists of two branches: Actual Operations and the Combat Training Center (CTC) Branch. The information presented on the Lessons Learned Division explains the Combined Arms Assessment Team (CAAT)-Analyst relationship and the support this division provides to the entire collection process. Collection efforts must be supported by an analytical effort that provides closure (products) to both passive and active collection. To be beneficial to the Total Army, knowledge must be shared and disseminated. This section describes the communications link that is maintained on a 24-hour basis when collectors are involved in a contingency operation. It also explains the need to support the link with ongoing review, research and feedback of raw observations.

The segment on the **Actual Operations Branch** provides information on the collection process by explaining several phases. The phases consist of mission analysis and planning, deployment and unit linkup, collection operations and redeployment product development. This section also presents collection plan development, functions and composition.

The **Combat Training Center (CTC) Branch** is a combination of collection and analysis resources. It focuses on collection, both active and passive, from the four CTCs - NTC, JRTC, CMTC and the BCTP. The products produced by this division are of value to units preparing to participate in a CTC rotation or a real-world operation. *Whereas contingency operations are sporadic and do reach an end state, the CTCs are ongoing training environments that replicate combat operations short of real conflict.* Products developed by the CTC Division serve as an assessment tool for units. The products highlight tasks and performance trends to assist units in focusing their training. By identifying problem areas, the various products provide the commander with a useful tool in establishing training priorities. The types of products produced by this division are listed in the CTC section.

The **Information Systems Division (ISD)** ties all of the efforts of the organization together and is the focal point for electronic collection, analysis, dissemination and archiving of lessons and information. The mission of the ISD is to facilitate data collection and processing and support the immediate dissemination of lessons and information to the Total Army by providing on-line access. A number of tools are available to accomplish this difficult task. Those tools are continuing to evolve and improve with the appropriate emphasis and resourcing. Our primary software tool is the CALL Collection and Observation Management System (CALLCOMS). This tool assists the CAAT in formulating collection plans and categorizing observations. It has a robust search, sort, and filtering capability. The long-range goal for automation is to have information on demand to an authorized user from a personal computer. The ISD section provides the CALL E-Mail and World Wide Web (www) addresses along with a graphic showing the different electronic tools available to the U.S. Army.

The **Research Division (RD)** uses the talents of archivists, historians, records managers, librarians, and security specialists to make contingency operations, major training exercises, combat training center rotations, experimental force events, and other selected records available to the Total Army. This documentation effort, assisted by the Defense Automated Printing and the Fort Leavenworth Directorate of Information Management employs state-of-the-art scanning and digital conversion technology to upload unclassified and classified information on the CALL Data Base (CALLDB).

A key point to remember is that although CALL stands as a focal point for lesson collection, analysis and dissemination, the entire U.S. Army is the major collector, disseminator and user of what we learn collectively. It is through the sharing of tactics, techniques and procedures (TTP) and information that knowledge truly transforms itself into combat-ready and capable soldiers and units.✪

LESSONS LEARNED DIVISION

INTRODUCTION

The Lessons Learned Division is composed of two branches: Actual Operations and Combat Training Center.

MISSION

The mission of the Lessons Learned Division is to process and analyze observations and information from a variety of sources and to produce literature in a variety of media which contain lessons learned and TTP.

ARMY INPUT TO CALL

To be effective, the lessons learned process must be comprehensive. Therefore, units and individuals play a tremendous role in providing a knowledge base for the whole of the Army. CALL continually solicits and receives observations, lessons, articles and information from the Total Force which enables others to learn and refine unit training. If the observations and lessons that you learn from CALL publications and electronic media assist you in accomplishing the mission, then the lessons learned process is working effectively. Individuals and units that have lessons and information that can assist other units to do the job correctly the first time should forward their input to CALL. CALL will acknowledge receipt and work with the author(s) to refine the content into a publishable form. CALL can edit, format and provide the layout.

It is everyone's responsibility to minimize losses and accomplish the mission to standard the first time. There are numerous means to contact CALL. They are identified and explained within this handbook.

ANALYSIS

CALL receives input from a variety of sources and in many different forms. For large or complicated observation collection, CALL organizes a Combined Arms Assessment Team (CAAT). When a CAAT is used, the analysis process usually begins with a subjective analysis accomplished while in theater by CAAT members, and the CAAT team chief. Simultaneously, a CALL analyst at the Center reviews observations and raw data received from the CAAT for content, rewriting if necessary, and refining the input. The analyst also provides comments and recommendations back to the collection team for clarification and validation. This exchange of information reduces the amount of time necessary to provide feedback to deploying units and the U.S. Army.

OTHER ANALYTICAL REQUIREMENTS AND PRODUCTS

Input to the Lessons Learned Division can consist of information in differing formats and perspectives. As the CAAT-Analyst relationship describes, preliminary screening or analysis is conducted by the analyst to determine the relevance of observations collected by a CAAT.   However, input to the Lessons Learned Division can include articles devoted to lessons, and general information that may have importance to the U.S. Army such as tactics, techniques and procedures. If the collected data is considered relevant and valuable to the U.S. Army, it can be manipulated, edited and formatted as necessary and placed in various CALL products for dissemination. Input to the Lessons Learned Division can be both active and passive and subjective and objective.

To provide the field with timely information, lessons and tactics, techniques and procedures, CALL publishes a wide variety of products. The following provides a short explanation of several CALL products.

Newsletters: **A Newsletter is a publication that addresses a specific subject (i.e., Humanitarian Assistance, Civil Disturbance).**

CTC Bulletins, CTC Observations and Trends Products: **These products are periodic publications that provide current lessons/TTP and information from the training centers (see Combat Training Center (CTC) Branch Section).**

Special Editions: **Special Editions are newsletters related to a specific operation or exercise. Special Editions are normally available prior to a deployment and targeted for only those units deploying to a particular theater or preparing to deploy to the theater.**

News From The Front! Bulletin: **This bulletin is a bi-monthly product that contains information and lessons on exercises, real-world events, and subjects that inform and educate soldiers and leaders. It provides an opportunity for units and soldiers to learn from each other by sharing information and lessons with the Total Force.**

Training Quarterly: **Accessed from the CALL Homepage. The Army's first on-line publication. It is focused at TTP for brigade and below.**

Handbooks: **Handbooks are "how to" manuals on specific subjects (i.e., rehearsals, inactivation).**

Initial Impressions Products: **A product developed during and immediately after a real-world operation (Bosnia, Vols: I, II, III/IV) and disseminated in the shortest time possible for follow-on units for use in educating personnel and to support training prior to deployment to a theater. Training products (i.e., vignettes) may also be produced to support the follow-on unit to focus training activities.**

It is the analyst's responsibility to develop all collected data into a form that is meaningful, provides discussion, supports an exchange of ideas and enables a reader to enhance performance or facilitate individual and unit training and operations. *CALL serves as a conduit between sources of information and the users of that information.*✪

★ Actual Operations Branch ★

INTRODUCTION

This section presents an overview of the division most field units interact with during field training exercises (FTXs), command post exercises (CPXs) and contingency operations. Personnel from the Actual Operations Branch are trained collectors of information and observations. The Actual Operations Branch is the *action* agency for CALL.

MISSION

On order, CALL deploys worldwide to collect lessons learned and TTP from both contingency operations and training exercises. As necessary, CALL organizes, trains, deploys, and supports Combined Arms Assessment Teams (CAATs) to gather information for the total Army.

COLLECTION

The Actual Operations Branch consists of trained officers and senior NCOs prepared to serve as observers or as CAAT operations personnel. CALL maintains a Contingency Collection Plan. This plan is the baseline document for all contingency collections. The Actual Operations Branch receives and plans collection operations, develops collection plans, coordinates collection operations, and writes draft initial impressions reports based on collected information. It can assist units and agencies in developing collection plans to support internal unit collection efforts or to gather specific information required by a unit commander.

Collection personnel deploy with sufficient automation equipment and supplies to allow them to electronically pass observations and data back to CALL using digital communications. This same technology can provide the host unit with an avenue to access previous lessons learned, CALL publications and exportable training support packages on a variety of subjects and sources.

PROCESS

The collection process usually consists of four major phases.

Phase I: Mission Analysis and Planning

Once requests or taskings to gather information and observations are received, mission analysis and planning begins, and the development of the collection plan is initiated. Collection Plans are focused, integrated documents that identify the requirements that CALL, with subject matter expert (SME) support, intends to complete during a collection event. A collection plan is an event-based document that focuses the CAAT on specific collection requirements (i.e., questions/tasks) developed for a specific issue(s). The plan is the heart of the collection effort and its development is the key activity in planning a collection mission. The collection plan focuses the collection effort, and the effort shapes the products that are produced at the end of the mission.

Collection Plan Functions:

✔ **Provides direct and specific guidance to the observer**

✔ **Delineates collection responsibilities among the CAAT members**

✔ **Identifies the documents/references to be used in conjunction with the questions/tasks developed for assessment**

✔ **Determines the collection methodology for each question/task to be completed by the observer**

The Collection Plan is the observer's contract to the CAAT Team Chief.

Collection Plan Composition (See Figure 1):
A collection plan is a hierarchical document comprised of the following categories:

Issue - "Issues span multiple events . . . a collection plan is event driven." A collection plan is initially comprised of "prior developed issues" that have been chosen for assessment based on the scope and scenario of the specific operation or exercise.

Subissue(s) - "A subissue is synonymous with a function from the Blueprint of the Battlefield (**TRADOC Pamphlet 11-9**)." Subissues provide the collection focus because they are function oriented.

Question(s) - "A question equates to an observation requirement." The question is the "point of execution" for the observer. It requires action in the form of observation entry.
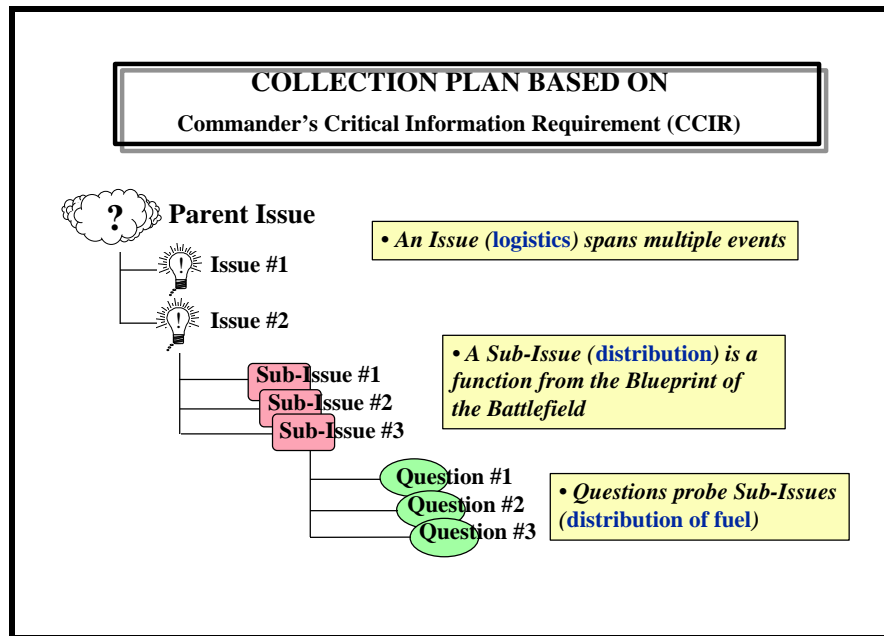
COLLECTION PLAN BASED ON

Commander's Critical Information Requirement (CCIR)

? Parent Issue

• *An Issue (logistics) spans multiple events*

! Issue #1

! Issue #2

Sub-Issue #1
Sub-Issue #2
Sub-Issue #3

• *A Sub-Issue (distribution) is a function from the Blueprint of the Battlefield*

Question #1
Question #2
Question #3

• *Questions probe Sub-Issues (distribution of fuel)*

Figure 1

The Combined Arms Assessment Team (CAAT):

CAATs are task-organized teams of SME observers normally from TRADOC Schools and Centers. A team chief, external to CALL, is designated and, after training by CALL personnel, becomes responsible for the collection plan and CAAT collection activities. The CAAT is normally supported by a DA Combat Camera Crew. These teams are organized, trained, and deployed by CALL and the team chief in support of specific collection missions.

If a CAAT is being deployed, and sufficient time is available, CALL will host a Collection Workshop for CAAT personnel. The workshop is normally conducted at CALL Headquarters on Fort Leavenworth and lasts from three to five days.

This workshop is designed to refine the collection plan and train the tasked SMEs on the collection mission, the Lessons Learned process, and the CALL methodology. Ideally, the planning timeline for all collection efforts would include at least one workshop to ensure that deployed SMEs are fully trained and able to collect relevant information and observations. (See Figure 2.)

Combined Arms Assessment Team
Actual Operations Branch

   CAATs are formed to retrieve specific information relating to training exercises, operations or conflicts. The selection and organization of a CAAT is mission dependent. Teams consist of:
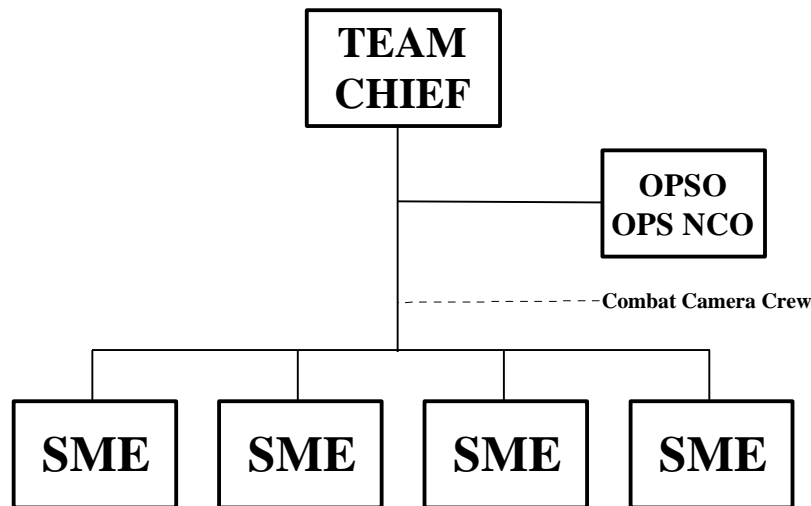
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                    │    TEAM     │
                    │   CHIEF     │
                    └──────┬──────┘
                           │          ┌────────────┐
                           ├──────────│   OPSO     │
                           │          │  OPS NCO   │
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                           │- - - - - - - Combat Camera Crew
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Figure 2

   The process described above is the preferred method for organizing, training and deploying a deliberate CAAT. In cases involving rapidly executed contingency operations, CALL deploys organic collection personnel to link up with the deploying unit as quickly as possible. CALL is prepared to deploy OPSOs within 24 hours of notification. If needed, a follow-on CAAT would then be organized as quickly as possible and deployed. In this case, the contingency collection plan guides collection operations and abbreviated CAAT training is conducted enroute or in the contingency area.

Phase II: Deployment and Unit Linkup

   This phase begins with the deployment of observer/collectors to the collection site or to the aerial or seaport of embarkation (A/SPOE) and linkup of those personnel with the host unit. The phase terminates when the unit and collection team are combined and deployed.

   CAATs deploy to unit A/SPOEs or exercise sites based on timelines developed during Phase I. CALL Collection Division operations officers (OPSOs) arrange counterpart linkup between SMEs and unit personnel. This linkup may be at the staff section, unit, or individual level based on the mission. CALL personnel normally begin collection activities immediately on arrival. This is done to support the collection effort and to assimilate the CAAT into the host unit quickly as it completes its deployment process. CALL observer/collectors normally have the following minimal support needs:

   Access to staff/command updates, planning sessions and briefings
   A work space with access to communication links that support E-Mail
   Mess, transportation, and billeting support

For contingency operations, CALL personnel are attached to the host unit and become an integral part of the operation. CALL observers are *not* evaluators. Their mission is to support and assist the unit being observed as well as to collect observations for the total Army.

Phase III: Collection Operations

This phase begins once SMEs link up with counterparts and terminates when the CAAT redeploys or is replaced with a follow-on team. The collection plan, collection focus, end state, intent, along with unit missions, proponent school issues and operational considerations drive the collection effort.

During this phase, SMEs work directly with unit personnel to collect information and observations. Collected observations are staffed with host units and organizations before being transferred to CALL for analysis. Two-way communications between CALL at Fort Leavenworth and the CAAT in theater allows for continual updates to the collection plan and permits the CAAT to acquire answers to requests for information generated both within and outside the area of responsibility. This two-way communication supports a continual analysis of collected information and observations while providing for immediate feedback to the host unit.

During this phase, the team begins the process of developing the operation or exercise "end state" product(s).
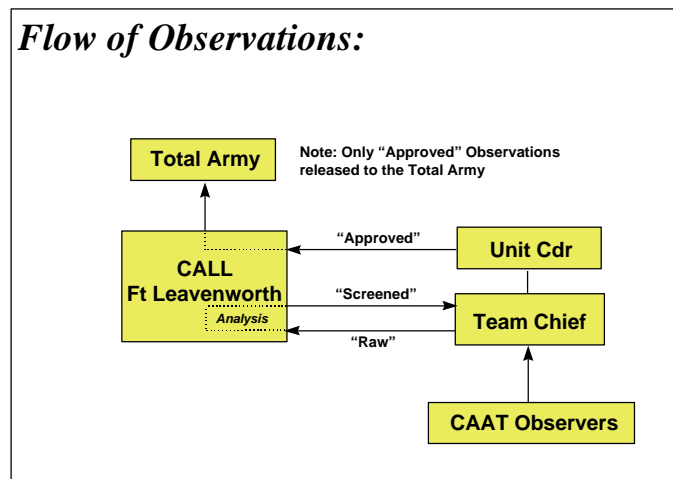

Figure 3

In some contingency operations, the CALL OPSO or CAAT Team Chief is assigned the additional duty of TRADOC liaison officer. CALL personnel then provide a single focus for TRADOC support to contingency theaters.

THE CAAT-ANALYST RELATIONSHIP

The following steps outline the analytical process in terms of the CAAT and analyst operational relationship.

A CAAT is formed for a focused collection effort and a CALL Analyst is assigned to support the CAAT. The analyst is an integral part of the collection plan development and CAAT planning activities.

The CAAT deploys, and a communication link is established between the CAAT, CALL, and the analyst.

While in theater, the CAAT Team Chief and CALL OPSO collect observations from the team members on a recurring basis. The team chief and CALL OPSO conduct an initial review of the subjective observations. The initial review includes:
Screening for content
Editing grammar of initial observations
Ensuring that the observations address collection plan requirements
Ensuring that the discussion supports the observation statement and that doctrine, training, leader development, organization, materiel, and soldier support (DTLOMS) implications are included with the collected data.
Identifying problems that are potential warstoppers.

Observations are forwarded electronically by the CALL OPSO to the CALL Analyst and entered into a working database. Observations are categorized under TRADOC Pamphlet 11-9, *Blueprint of the Battlefield,* and the Battlefield Operating Systems (BOSs). The analyst works observations on a daily basis, providing questions back to the team as necessary to resolve conflicts and refine the collection effort. Any supporting documents that accompany the observations are copied and filed for eventual placement into the CALLDB either electronically or by scanning. The CALLDB contains recent contingency operation documents. It is discussed in the Research Division section (p. 17).

Upon completion of the initial screening by the analyst, the observations can be released to specific units or commands rotating into the theater to immediately support their training initiatives. The release authority is granted by the CALL Director working in conjunction with deployed and follow-on units and commands and the chain of command. Anonymity and content objectivity (free of subjective judgmental errors in knowledge and expertise) are extremely important during this stage of the process.

Observations are compared to past information in the CALL database or other documents to establish frequency.

The CAAT provides a compilation of observations and briefs the supported Commander prior to departing theater. Once the CAAT returns, all observations are categorized and compiled into an initial impressions product. This product is produced through the efforts of the CAAT and CALL analysts to define and bring to closure all observations to be presented to the field.

Those observations that are determined to be relevant and supported objectively are identified and grouped under a particular BOS and are provided as input to the initial impressions product.

Prior to the CAAT departing CALL, a draft of the initial impressions product is completed. The draft is staffed to all interested commands and agencies for comment.

Appropriate comments from the staffing process are incorporated into a final product. The final product is then disseminated to numerous Army Commands as a training tool for future contingencies. Simultaneously, the product is placed in the CALLDB.

At this point, the Director, CALL, in coordination with the Lessons Learned Division, determines whether other CALL products should be developed to further disseminate the information.

The automation assets in CALL have a word search capability that can search several web sites. CALL is striving to have in place the capability to search, analyze, and summarize from multiple unclassified and nonsensitive data bases. In addition, CALL is working to have the capability to search, analyze and summarize multiple classified and sensitive data bases. CALL also also plans to have the capability to produce the summarized information on CD ROMs for units that are deploying or participating in major training events, plus a satellite uplink/downlink capability to enter the Gateway in case normal communications means are not available to deployed units.

Phase IV: Redeployment Report Development

This phase begins as soon as the team arrives in theater. The constant exchange and analysis of observations between CALL and the CAAT allow for a draft product before redeployment. Phase IV is completed when the team redeploys and terminates when a coordinating draft initial impressions report or similar product is completed. During this phase, all collected information, data, observations and SME notes are reviewed and analyzed. A product representing the results of the collection effort is developed, staffed, and published, and all documents are prepared for archiving (electronic). Normally units can expect to receive an initial CALL product for staffing within two to three weeks.

Once CALL observers redeploy and products are developed, the Lessons Learned Division assumes the lead. The Lessons Learned Division along with the assigned collection OPSO(s) finalize the collection product. CALL collection products include, but are not limited to: initial impressions and reports, newsletters, articles, training vignettes, handbooks, and CALL's exportable training packages.

★ Combat Training Center Branch ★

INTRODUCTION

Virtually every day of the year, corps- to squad-level Army units fight fierce battles against a well-trained and -equipped enemy in terrain varying from barren desert to densely vegetated woodlands. This simulated combat challenges every type of maneuver and support unit the U.S. Army can muster. The missions run the gamut from conventional warfare to contingency operations. This daily warfare occurs at the Combat Training Centers (CTCs). The CTCs provide the richest, continuous source of observations and lessons available to the U.S. Army, as units routinely measure their skills in a realistic, unforgiving environment.

MISSION

To capture lessons learned and TTP derived from the CTCs for dissemination to the Total Army, as part of the overall lessons learned process.

PRODUCTS

The CTC Quarterly Bulletin and the CTC Trends are the major sources of CTC-derived lessons that CALL disseminates. The CTC Branch is also responsible for the execution of the CTC Focused Rotation Program, where the TRADOC schools, centers and Battle Labs can use the respective CTCs to help identify, develop and solve warfighting issues. The CTC Branch also provides training support packages tailored to specific unit requirements, and distributes the packages to units approximately six months before their scheduled rotation. Additionally, the CTC Branch publishes topic newsletters and CTC Orders to assist in training brigade and battalion staffs.

CTC QUARTERLY BULLETIN: This publication showcases articles that focus on techniques and procedures that work! The articles encompass all aspects of warfighting, including the preparation for combat as well as for the execution of combat missions. The authors are most often current or former CTC Observer/Controllers (O/C), but certainly not limited to that group. The primary audience is leaders and soldiers of units scheduled for a CTC rotation. However, successful techniques and procedures related to the planning, preparation and execution of tactical-level warfare is the business of the Total Army. The CTC Branch routinely solicits articles for the bulletin that deal not only with combat, but also with combat support and combat service support.

CTC TRENDS:

1. ***CTC Trends Bulletin.*** CALL receives trends and associated TTPs from the training centers on a routine schedule. The trends and TTPs are identified by observers/controllers (O/Cs) during unit rotations at the CTCs. The CTC Branch of CALL organizes the trends in accordance with **TRADOC Pamphlet 11-9,** ***Blueprint of the Battlefield***, and publishes a trends bulletin every six months for each CTC.

2. ***CTC Priority Trends Compendium.*** CALL compiles the recurring trends and associated TTPs for each CTC into a *compendium* of priority trends, published annually. The compendium also contains a matrix chart which shows the number of times per quarter that a particular trend/observation was documented over the previous two or more years.

3. ***CTC Trends Analysis.*** CALL's Trends Analysis is a two-part product. First, for each CTC, CALL publishes a separate analytical review of each of the repeated (priority) trends, both positive and negative, that were included in their respective CTC Priority Trends Compendiums. This analysis highlights doctrine, training, leader development, organization, materiel, and soldier (DTLOMS) implications. They are published periodically with limited distribution as requirements dictate. Second, CALL conducts a cross-BOS, cross-CTC analysis of all CTC trends. This analysis discusses DTLOMS implications across all CTCs and provides direct input into the TRADOC Remedial Action Program (T-RAP), TRADOC Regulation 11-13.

TOPIC NEWSLETTERS: This publication highlights a specific subject or issue. For example, **CALL Newsletter No. 95-7, May 95,** ***Tactical Operations Center (TOC),*** identifies problem areas and provides useful techniques and procedures.
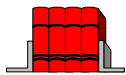
CTC ORDERS: Upon request, CALL provides sample CTC orders to units to facilitate training the staff planning process. The orders are provided by the CTC Operations Group, and prepared for dissemination by CALL.
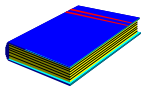
TRADOC REMEDIAL ACTION PROGRAM (T-RAP): T-RAP is a systematic process for prioritizing and then resolving issues affecting Army warfighting capabilities. CALL's T-RAP responsibilities, as defined in TRADOC Reg 11-13, are to collect warfighting issues via all-source collection, review, identify sufficiency, and submit potential issues for entry into the T-RAP process. CALL also collects observations on post issue-resolution performance to help determine the effect of implemented solutions.

PROGRAMS

HEADS UP: This program evolved from the belief that CALL's greatest potential for positively impacting unit performance rests with impacting Home-Station Training. **HEADS UP** is a training support package (TSP) containing the most recent trend and lessons information, relevant CALL newsletters and CTC-produced "how to" tapes. This information is designed to help units assess themselves in light of identified CTC shortcomings, while providing some solutions to those shortcomings. If received and incorporated early in unit training, the lessons inherent in **HEADS UP** should help units avoid repeating the mistakes made by others. If this is accomplished, then the ultimate objective of a lessons learned system is accomplished.

FOCUSED ROTATION: CALL serves as TRADOC's executive agent for this program designed to allow TRADOC schools, centers and Battle Labs to use the CTCs as a major source for both issue identification and solution. Specifically, the program allows subject matter expert (SME) collectors, coordinated through the CTC Operations Group by CALL, to augment the normal O/C staff. These SMEs *focus* their efforts on a specific issue. Ideally, the initial collection effort is used as part of an active collection diagnostic to corroborate data already derived from the CTC archives. The initial issue collection should concentrate on further defining the scope of the issue, and also begin to look for potential issue solutions. The results of the initial collection should form a significant basis for the development of solutions for an issue, based on some combination of doctrine, training, leader development, organization, materiel, and soldier support (DTLOMS). As the DTLOMS solutions are implemented, typically a second focused rotation would be used to determine if the implemented solutions work. The CTC Branch, in conjunction with the respective CALL Observation Divisions at the CTCs, conducts the coordination and liaison necessary between the TRADOC proponent and the Operations Group to make the rotation occur.

REQUESTS FOR INFORMATION and UNIT ASSISTANCE: CALL provides unit assistance through several means: telephone, E-mail, the World Wide Web, list servers and assistance to deploying units.

ARCHIVES: Through CALL, all of the CTC rotation Take-Home Packets (THPs) are maintained in a CTC relational data base.

INFORMATION SYSTEMS DIVISION

INTRODUCTION

To achieve maximum value from the Army's lessons learned program, every soldier or unit must be able to easily access the lessons and information gained from CALL's finely-tuned collection, analysis, and publication process. Perhaps, even more important, that same soldier or unit should be provided the opportunity to participate in the process. Effective use of emerging telecommunications and computer communication technologies is the key to providing access to the lessons learned process. As these technologies continue to mature, CALL will capitalize on the efficiency that they add to disseminating information and communicating with units in the field.

MISSION

To provide automation equipment infrastructure support to CALL and to facilitate data collection and processing and to speed dissemination of lessons to the Total Army through the Gateway from various data bases and the Web.

SUPPORT TO COLLECTION AND ANALYSIS

The primary tool to aid the collection and analysis process is the CALL Collection and Observation Management System (CALLCOMS). This software application assists the Combined Arms Assessment Team (CAAT) in formulating collection plans and categorizing observations. The robust search, sort, and filtering capabilities assist the analyst and simplify trend identification. CALLCOMS can run on a stand-alone PC for individual users or observations can be transmitted using the file transfer protocol (FTP) back to the CALL Network to better support the massive amount of data collected by a CAAT. All analyzed and approved data produced using CALLCOMS is fed into the CALLCOMS database. Final reports are generated using these observations and a final product is produced and placed in the CALL data base for Web accessibility. The major emphasis of the continued development of CALLCOMS is to make it a tool by which units and individual soldiers/officers can participate in the CALL process. The free distribution of the CALLCOMS software application to units and schools provides the means to influence the process.

SUPPORT TO PUBLICATION AND DISSEMINATION

The automation process aids publication and dissemination of products by speeding production and distribution. Although products will continue to be produced in paper format for the foreseeable future, first priority for dissemination is through the Web. CALL supports the four main segments of electronic distribution: E-mail, Web, CALL data base, and the CALLCOMS data base.

CALL can be reached through the following methods:

E-mail:	**call@leav-emh1.army.mil**
Web:	**http://call.army.mil:1100/call.html**
fax:	**(c) 913-684-9564/4387 (DSN) 552-9564/4387**
voice:	**(c) 913-684-9550/9556 (DSN) 552-9550/9556**

CALL on the Web

Using the URL listed above, customers can access the CALL Home Page and, if users so desire, access to the CALL data base can be accomplished by completing the CALL registration form on line (example at p. 21). After completing the CALL registration form, customers can send it electronically to CALL via the submit button located on the registration form. The CALL Executive Officer and the Customer Assistance Branch then review the application, verify who the customer is, and either returns a password to approved users through the U.S. Postal Service or notifies applicants that their application was denied. The password allows approved users access to the CALL data base.✪
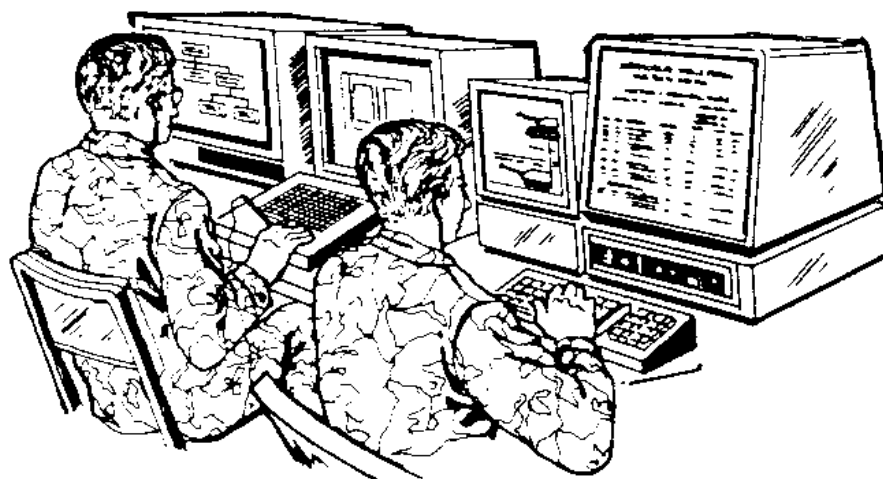
RESEARCH DIVISION

Using the talents of archivists, archives technicians, historians, records managers, librarians, and security specialists, the CALL Research Division makes contingency operations, collective training, and other selected records available to the Total Army via the CALL Data base (CALLDB) (see p. 21). In conjunction with partners in the Defense Automated Printing Service (DAPS), the Research Division employs state-of-the-art scanning and digital document and multimedia conversion technology to upload unclassified and classified documents onto the CALLDB.

Based on powerful document management and World Wide Web technology, the CALLDB makes Army lessons learned, tactics, techniques, and procedures (TTP) and research material from the post-Vietnam U.S. Army experience available to approved Army, DOD and government users world-wide. The CALLDB currently contains some 2 million pages of documentation made available on both classified and unclassified systems. The unclassified CALLDB can be accessed by approved users through the CALL Gateway Home Page at URL http://call.army.mil:1100/call.html. The classified CALL DB can be accessed via the Secure Internet Protocol Router Network (SIPRNet) at IP 199.123.114.194:1100. Access to both systems requires registration through CALL, which will issue a userid and password to those serving in or working for the U.S. Armed Forces that can demonstrate a valid reason for need-to-know information available on the CALLDB.

The Research Division supports the CALL mission to deliver the right knowledge sets in the right format at the right place at the right time to sustain, enhance and increase the Army's preparedness to conduct future operations. Using state-of-the-art supermini computers and Excalibur Technologies Electronic Filing System document management software as dissemination vehicles, the Research Division applies international archival standards and supplemental information obtained from originating agencies to structure records to make them easily accessible and user-friendly to CALLDB users. CALL librarians create the CALLDB thesaurus to permit even greater accessibility to users by providing a keyword reference tools for the CALLDB.

The Research Division processes records in three basic ways. Records received in paper format are then processed by Research Division archives technicians for scanning at the DAPS. The resulting digitized documents are then uploaded onto CALLDB computers by Fort Leavenworth Directorate of Information Management personnel. Documents received electronically are uploaded by archives technicians according to arrangements devised by CALL military analysts and historians. Research Division personnel also perform in-house scanning to perform small uploading tasks and to respond rapidly to Army and DOD critical information requirements. After processing, CALL records managers retire hard-copy, digital and multimedia records to approved repositories. CALL historian/archivists restructure and rename the electronic filerooms based on archival standards and the experience of CALLDB users in accessing information online.

The online archival collections of the Research Division operate in a "system high" security mode. Classified and unclassified documents are maintained on two separate computer systems, and users must demonstrate the necessary security clearance for access. Access to information is granted on a "need-to-know" basis, and information is topically segregated by fileroom to support the varying access needs of CALLDB users.

CALL is currently engaged in a partnership with different agencies to integrate best-of-class systems and technologies from across the federal government that will enhance CALL's capability to provide relevant multimedia lessons learned, TTP and research materials to the Army and DOD. The Federal Information Technology Test Bed will establish an electronic multimedia archives, records management and security model for the federal government, using CALL Research Division methodologies and procedures to structure, classify, upload and conduct life-cycle management for a vast spectrum of Army and DOD electronic information formats.✪

INTRODUCTION
TO THE
CALL GATEWAY

The Gateway for the Center for Army Lessons Learned provides Operational and Training Lessons Learned, Tactics, Techniques, and Procedures (TTP) and Research Material!

World Wide Web Address: http://call.army.mil: 1100/call.html

Central to CALL's mission to disseminate lessons and relevant Tactics, Techniques and Procedures (TTP) is the CALL *GATEWAY.* This Gateway is the electronic entrance to a virtual information center designed for and by military users. The ambitious goal is to be a "one-stop shop" center where military users can quickly find the information they need to improve training, prepare for a contingency operation, or gather research information.

Currently the Gateway appears as a normal "Homepage" on the Internet <http:call.army.mil:1100/call.html>. This allows easy access to a wide range of users, from official accounts in TRADOC Schools to Platoon Sergeants using AOL at home. Future improvements will make the Gateway significantly more than a normal Homepage, but CALL is committed to maintaining the familiar, user-friendly Internet interface.

The foundations of the Gateway are the CALL products available on line and the Internet search capability. CALL has several hundred of its own newsletters and other lessons learned products available on line. These include the popular News From the Front!, CTC Quarterly Bulletin, and CTC Trends as well as the single subject newsletters such as the very useful Military Decision Making. Users can quickly search these documents, or expand their search to include many other military web sites that include good TTP or doctrinal products. The search engine is both powerful, with several advanced options, and fast.

CALL Homepage

Center for Army Lessons Learned

WARNING!!

You are entering an Official United States Government System, which may be used only for authorized purposes. Unauthorized modification of any information stored on this system may result in criminal prosecution. The Government may monitor and audit the usage of this system, and all persons are hereby notified that use of this system constitutes consent to such monitoring and auditing.

- CALL Products
- CALL Database
- Training & Doctrine
- Operations Resources
- Thesauri
- Schools
- News Services
- Communicate w/ CALL
- Search Engines
- Army Homepage

1996 Vice President Gore
Hammer Award Winner

1996 Computerworld
Smithsonian Award Winner

CALL Products

CALL publications provide lessons, Tactics, Techniques and Procedures (TTP) and information for the U.S. Army Soldier. The products are based on collection efforts directed at the Combined Arms Training Centers (CTCs), units, real-world operations and Army exercises. Examples of the products include: Newsletters, CTC Bulletins and Trends, Handbooks and News From the Front!, a bi-monthly multiple subject bulletin. For a description of each CALL product, refer to page 4.

CALL Database (Restricted Access)

This database is For Official Use Only (FOUO). The main CALLDB page provides a link to the CALLDB Access Request Form. Access can then be requested on line by completing an application (example on p. 21). It can be used by approved users (DOD Government Employees and U.S. Military Personnel). The database contains a number of filerooms; examples include: CALL fileroom, Combined Arms and Fort Leavenworth Archives, Operation DESERT SHIELD-DESERT STORM-Gulf War, Operation JUST CAUSE-Panama, Operation UPHOLD DEMOCRACY-Haiti, CTCs, and Vietnam War Interview Archive.

Training & Doctrine

This subarea under the CALL Website contains products associated with training and doctrine. Some examples include: the CALL Training Quarterly Bulletin, an on-line publication for the exchange of TTP for units and unit trainers; and publications on Joint Doctrine.

Operations Resources

To assist the commander in accomplishing the mission, provide for focused soldier training and support the military researcher, CALL provides several links to differing agencies. Some examples include: the United Nations, State Department, Other Services, Military History, Logistics and Humanitarian Relief Links.

Thesauri

Included in this area is CALL's Thesaurus, the Army Training Digital Library (ATDL) Acronym Search, the DoD Dictionary of Military Terms and Jane's Defence Glossary.

Schools

To add to the knowledge base and provide a perspective on other service current and past operations, this subarea in the Website provides links to several other service schools. Examples are: National, Joint Service, Navy, Marine Corps, Coast Guard and Air Force Schools.

News Services

The U.S. and International News sub area includes links to CNN, Fox, MSNBC News and other news agencies.

Communicate w/CALL

To provide the soldier with a mechanism to communicate directly with CALL, this subarea provides the ability to comment on the CALL Website, request for information, and input lessons learned. Additionally, this page provides a brief history of CALL.

Search Engines

To facilitate searches and limit the time involved with a search for particular information and lessons, CALL provides several search mechanisms. They include such search drivers as the CALL Search (limited to the CALL Website), and the CALL Catalog Server which searches multiple commands, research facilities and schools.

Army Homepage

This Homepage is linked to the CALL site to provide current information that impacts on Army life along with new initiatives and monthly major U.S. Army activities.

Center for Army Lessons Learned

CALL Database (CALL DB) Registration Form

FOR OFFICIAL USE ONLY by approved users (DOD Government Employees and US Military Personnel are the only ones that will be approved access).

"The Center for Army Lessons Learned (CALL) provides lessons learned and research material to the Total Army. It maintains the CALL Database (CALL DB) which is the Army's principal electronic archive for the operational records of the combat training centers, selected training exercises and contingency operations since 1973. The CALL DB is a searchable data base which contains classified and unclassified information. Both are accessible through the World Wide Web with a user identification and password, although the classified information requires use of the classified SIRPNet (Sensitive Protocol Routed Network). Begin the approval process for the unclassified system by completing the form below."

If you fall within the following criteria, you will be allowed access to the CALLDB:

- DOD Civilian GS-11 and above
- US Military (enlisted - E9, warrant - CW3 and above, officers - O3 and above) on Bn, Bde, Div, Corps, and higher staffs (similiar organizational structures for our sister services)
- Students at CGSC or sister service equivalent
- School of Advanced Military Studies (SAMS) students
- Students at the Army War College or sister service equivalent

Note: If you fall outside of the established criteria for access, you may still apply and your request for access will be approved or denied by the Director of CALL.

PRIVACY ACT STATEMENT

Your Personal Information	
The information that you are providing is used to verify access eligibility. Failure to provide the required information will result in disapproval of your access request.	All * items are required to submit this form.
*Last Name:	
*First Name:	
Middle Initial:	
Rank:	
*Grade:	SES-5 SES-4 SES-3 SES-2 SES-1

1. Tab to each field except grade and military schools attended - use mouse.
2. Use scroll button and/or mouse if you need to return to a previous field and make changes.
3. Use scroll button to go to next screen.

Center for Army Lessons Learned

FileRoom: Operation Just Cause - Panama 1989-1990

User: _____

Password: _____

Login Reset

Enter User Name & Password
Click LOGIN to Enter

Help

| CALL DB Home Page | CALL DB Access Request |

Logging In

If you are having trouble logging into the CALL DB, make sure you allow sufficient time to make a network (Internet) connection. Common problem areas, other than heavy network traffic include the proper spelling of your user name and password. Remember they are case sensitive. You may also be trying to access a collection you do not have permission to (these are the ones marked "Further Restricted Access"). If you are still having problems, please contact the CALL DB administrator.

Login Fields

User: Name of your account on the Excalibur EFS Server.

Password: Your password (encrypted as you enter it) for the account on the Excalibur EFS Server.

Center for Army Lessons Learned

❀ CALL DB Search
FileRoom: Center for Army Lessons Learned

| Fileroom Structure | Modify Search Parameters | Logout |

Clue : [   ]
[Content ▾] [Search] [No Limit ▾]

Help

Performing a Search

There are four search options:

Content Search - Searches the entire fileroom to match the word clue.
Content and Rate - Recomended method. Searches the entire fileroom to match the word clue and rates it for appropriateness.
Label - Searches only the cabinet, drawer, folder and document headers to match the word clue.
Control - Searches the header information and administrative data to match the word clue.

Steps to perform a search:

1. Enter a word clue of up to 128 words.
2. Choose the search option.
3. Select limit (recommend no limit).
4. Click the search button.

Searching Tips

Your clue can be up to 128 characters long, including Boolean characters and spaces.

EFS WebFile recognizes the following Boolean operators to help find the information you need. Use no space between the Boolean term and your clue.

& for logical "AND" (for example: cat&dog)
| for logical "OR" (for example: cat|dog)
^ for logical "NOT" (for example: cat^dog)
( ) used to nest Boolean expressions, and to signify an "exact" search

Buttons

Modify Search Parameters: Click this link to display the search parameters.

Logout: Click this link to logout from EFS WebFile. You will return to the Login page.